

SHAPING AVIATION'S FUTURE!

William Jennings Bryan, the famous lawyer, politician, and speaker, once said that, "Destiny is not a matter of chance. It is a matter of choice: It is not a thing to be waited for, it is a thing to be achieved." These words have a special meaning for the Tech Center. On March 25, a major reorganization of the Center workforce and organization went into effect. This reorganization is expected to affect the Center well into the future.

Reorganizations are extremely common these days, as organizations of all types -- public, private and non-profit -- change to meet the challenges of the future. Major changes always present new challenges and demands.

Center Director Anne Harlan explains, "ACT is being reorganized to ensure that our people, our efforts, and all our resources are aligned in a way that will enable us to create the possibilities, and provide the integrated solutions, that will help the FAA meet its future challenges. It is structured around the work we do, not who we work for, eliminating duplication, creating new efficiencies, and opening the door for new opportunities to better serve the agency."

The technical program divisions and laboratories that previously existed at the Center have been combined into a single technical organization, called Innovations and Solutions (ACB -- the CB stands for

Core Business). This arrangement will help ensure that the Center is more efficient and effective in delivering what people need, when they need it.

In addition, according to Anne, "the Technical Center reorganization matches up well with the ATO." She pointed out, "The Technical Center's organizational design is based on key deliverables; and programs and projects were allocated by the key deliver-

ables. These deliverables should align favorably with the business units of the ATO."

When asked how this new organization will improve Center business practices

and improve efficiency, Anne explained, "With the reorganization, all priorities will map to a single annual plan, which identifies expected results and outcomes. This plan will be strategically focused, but flexible enough to accommodate contingencies." Since, according to Anne, "all employees will understand their role in ensuring the success of the plan, increased productivity, cost effectiveness, and efficiencies will be gained. Because decisions will be made at the lowest levels, there will be less bureaucracy, and work flow and accountability will improve." With these new efficiencies, work will remain focused on achieving the Center's mission and strategic goals, customer service will improve, and resources will be freed up for identifying new tech-

"The foundation for the Center's realignment is our vision and mission -- Helping To Shape Aviation's Future By Creating The Possibilities And Providing The Integrated Solutions That Will Meet The Challenges Of Aviation."

SHAPING AVIATION'S FUTURE (CONT.)



nologies and opportunities, as well as for employee development.

In addition, to the creation of ACB, there are also other important realignments of key Center functions. There is a new Center Director's staff office, called the Communications Staff (ACT-4), which will handle a wide range of internal and external communications for the Center.

The new Office of Operations, Technology and Acquisition (ACX -- the CX stands for Cross-Cutting) will provide an integrated team approach to managing customer expectations, communication and accountability for the technical support functions at the Center.

There are also three new policy offices that report directly to the Center Director. The Office of Human Capital Strategies (ACH) will create a Human Capital Investment Plan, as

well as strategies for Center staffing, employee development, the Model Work Environment and labor-management relations.

The Office of Enterprise Performance (ACF) will handle fiscal policies and financial forecasts, will be responsible for developing financial targets, and will establish performance metrics, including fiscal performance, process improvement, organizational learning and growth, and customer satisfaction.

The Office of Knowledge Management (ACK) led by the Center's new Chief Scientist for Technology will manage knowledge sharing, strategic planning, environmental scanning, and technology transfers, and development of all IT and information security policies within the Center. The biggest challenge for ACK will be to manage a cultural change at the Center from 'knowledge is power' to 'knowledge sharing is power'.

Reorganization reflects Today's Best Management Practices

Reorganization means the Center will be able to provide the products and solutions that will

meet their customers' needs in the most effective manner, while understanding and controlling our costs. Among the key ideas driving the reorganization were the importance of: (1) clear priorities; (2) a work environment where innovation thrives and continuous improvement is the norm; (3) "one-stop" shopping for the customer; (4) streamlined administrative functions; (5) focused performance measurements, human capital investments and knowledge management; and (6) innovative approaches and integrated solutions to real aviation challenges.

Anne realizes that "transitioning to this new operational mode will be a challenge for all of us. But, it's necessary, and it's worth the effort." She explains, "the foundation for the Center's reorganization is our vision and mission -- Helping To Shape Aviation's Future By Creating The Possibilities And Providing The Integrated Solutions That Will Meet The Challenges Of Aviation." This reorganization will not only ensure that we fulfill our vision and mission, it will also help us maintain our focus on the customer and help us understand and control our

costs. In other words, it will help us succeed in becoming the world's premier aviation engineering Center."

"With this reorganization, the Tech Center expects to reap benefits from better decisions, better teamwork, continuous improvement and better returns on investment."

ADMINISTRATOR'S AWARDS FOR EEO, AFFIRMATIVE EMPLOYMENT, AND DIVERSITY

At an April 23 ceremony in Washington, D.C., Administrator Jane Garvey presented AOS-500's **Frannette Bourne** and AAR-424's **John LaPointe** Awards for Excellence in EEO, Affirmative Employment, and Diversity.

This is the twenty-fifth year the FAA has recognized employees with this award.



John, a 16-year FAA employee, earned this year's Managing Diversity Award for his "out-standing leadership

in furthering Model Work Environment goals in the airports and Aircraft Safety Research and Development Division." This annual award recognizes demonstrated inclusive practices that foster a model work environment by recognizing and making use of individual skills, abilities, and con-

tributions to create a more productive work force. Last year he also won the Tech Center's Model Work Environment Award.

In nominating him, John's employees and supervisors wrote "John provides a fine example of the qualities found in excellent supervisors/managers. He demonstrates trust in the employees of his section by empowering them to go about their everyday tasks and made decisions concerning their projects . . . Because he listens to everyone and shows respect for the different ideas, the employees in his group feel valued and an important part of the team. And, because he is comfortable hearing different opinions, even when they are different than his ideas, everyone feels comfortable working with one another."

Frannette, a 15 ½-year FAA employee and the AOS-500 division manager, earned this year's Affirmative Employment Award. This award recognizes exemplary achievements in affirmative employment demonstrated through the identification of barriers to



equal employment, and a clear and thorough understanding of affirmative employment principles.

In nominating her, Frannette's employees and supervisors wrote, "Frannette has eliminated all barriers to affirmative employment and created and fostered an awareness of FAA Affirmative Employment in the AOS-500 Division as well as other AOS and Technical Center organizations . . . under Frannette's leadership, underrepresented organizations have been contacted, and employees in underrepresented areas have been recruited, mentored, and developed . . . [she] exemplifies the principles of the FAA Affirmative Employment principles and serves as an outstanding role model for the FAA."

AAR-500 ISO 9001 CERTIFIED

On March 19-20, the Quality Management Institute (QMI) conducted an ISO registration audit for the purpose of certifying AAR-500's Quality Management System to comply with the American National Standard. On April 17, AAR-500 received its ISO 9001 certificate of registration

from QMI for the "The Core Process of the Certification of Explosives Detection Systems."

AAR-540's **Therese Brennan** assisted with the successful ISO 9001 registration audit in the process areas of logistics management, calibration, equipment inventory, and records control. AAR-530's

Patricia Reichenbach was a key participant in the process areas of configuration control and model work environment. Their contributions have lead to the successful recommendation for ISO registration of the EDS certification process.

GETTING TO KNOW THE NEW TEAM



John Wiley

John Wiley is the Managing Director of Innovation and Solutions (ACB), the technical organization responsible for implementing the Center's core mission. When describing this new organization, John says "our focus is in shaping aviation's future through innovations (research and development, new ideas/concepts) and solutions (answers to system(s) problems that bridge today and tomorrow)."

To accomplish this mission, the ACB organization is divided into seven divisions: Innovations System Engineering; System Analysis; Solution Development; Solution Implementation; Verification Service; Maintenance Service; and Real and Virtual Environment. A Customer and Program Management Staff is helping to ensure the customers receive integrated, one-stop service.

The ACB mission, John explains, "is to provide the best value to the customer. We want to offer the best quality, the best

tools, and the best service at the best cost. To do this, we not only have to meet customer needs, but anticipate the customer's current and future requirements." John says "customer service is a high priority." He continued to explain that when he served as the acting lead for the Terminal IPT in Washington, DC, he gained a greater understanding of what the customer needs and expects from the Center.

To succeed, John points out, "A program must balance the technical, programmatic, and political parts." Currently the Center "is the best in the world for technical requirements, and we are gaining a greater understanding on how to integrate programmatic and political needs."

"Within ten years we will be the one place people come for integrated transportation services."

With experience as a member of the design teams for the new ATB-200 organization and the agency's ATO, perhaps more than anyone, he understands the need for and the philosophy behind the Center reorganization. "To survive in this era of increasing demand, greater competition, and shrinking resources, we have to provide a total, integrated service to our customers. We have to anticipate

needs and respond with not only the best service, but also the most cost effective service. The Center's reorganization has positioned us to continue to be the best at what we do."

John's vision is for his new organization and the Center to be viewed "as world class experts helping to shape aviation's future. We will continue to build our customer base and those customers will be telling the world that we are the best service organization to work with -- we will become the one place people come for integrated transportation services. People will see us as the transportation experts, similar to how they currently think about NASA and space."

The key to success is a continuing commitment to diversity. John explains, "Diversity is not numbers, not one category vs. another. It's about how we incorporate new and different ideas and perspectives to do better, to deliver the best services. Different backgrounds and life experiences provides new solutions, new approaches, and innovation. Diversity simply makes good business sense."

On a personal note - John is the proud father of two teenage daughters and one foster daughter. He is currently experiencing the joys and trepidations of having a teen driver in the house. John has

a B.S. in electrical engineering from Drexel and has done graduate work in artificial intelligence. He has also completed courses in management at Columbia University and in strategic planning at the Wharton Business School. In his free time he enjoys woodworking, in particular building and refinishing furniture.



Ron Esposito

Ron Esposito is the Center's new Managing Director of Operations, Technology, and Acquisition (OTA). When asked about OTA's mission, Ron said, "the core business of the Center is to provide innovations and solutions to accomplish its mission.

OTA is responsible for the following services: enterprise security; information technology; advanced imaging; facilities; acquisition; finance and accounting; travel and meeting management; and service liaison. The job of OTA, according to Ron, "is to provide integrated solutions in the form of one-stop-shopping to enable the Center to achieve its mission." OTA also provides the support necessary for Tech Center tenants to achieve their mission." In addition, "OTA will provide

high quality, timely, efficient, integrated services for all organizations located at the Tech Center in a safe, secure, and state-of-the-art high tech environment."

One of Ron's immediate priorities for his new organization is to work with the managers and employees "to quickly come together as a cohesive group to better serve our customers." He explains, "We have gotten off to a good start and are already working as a solid team." Another priority for him is to fill some key vacant OTA management positions, especially those that are new, like the Service Liaison Staff manager and the Travel and Meeting Management Staff manager.

In discussing the mission and vision of his organization, Ron emphasized that "The integrated services provided by OTA will truly be the best value for all current and future customers. OTA will be the supplier of choice amongst service providers, and OTA will be competitive with private industry and other government service providers, including franchise operations."

"The integrated services provided by OTA will truly be the best value for all current and future customers."

Ron is working to ensure that the Center's reorganization succeeds. "I believe people more readily accept change brought about by reorganization if they feel they are part of the process. From the very outset of the reorganization, I have been working closely

with the OTA management team as we implement the new organization. Together we have molded new Center concepts and ideas into the roles and responsibilities of the OTA organization. The transition has been made easier because each member of the OTA management team has participated in the implementation of the new organizational structure."

One of the goals of the reorganization was to consolidate like functions and create one-stop-shopping. Administrative officers and program analysts under the old structure were combined under the new Service Liaison Staff. To facilitate an orderly transition, Ron quickly detailed Shelley Yak to organize this staff until a permanent manager is selected. Shelley has been holding team-building sessions, working with the employees to create a single system for providing administrative and financial support to all Center organizations.

For the past six years, Ron served as the Center's Chief of Staff. In that role, he assisted the Center's Director and Deputy Director in monitoring the full range of Center activities. In addition, he led many special projects and special events and served as the Center's congressional liaison.

Ron explains that before becoming the Center's Chief of Staff, "I worked in several areas at the Technical Center that now fall within the area of the new Operations, Technology, and Acquisition office. I held the positions of Budget Analyst, Manager of Information Resources Branch,

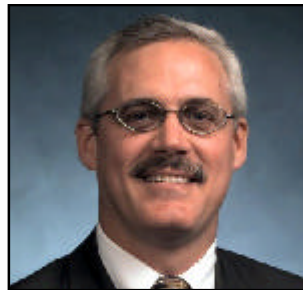
THE NEW STRATEGIC LEADERSHIP TEAM

Manager of the Contracts Branch, Strategic Planning Officer, Manager of the Financial Services Division, Deputy Service Director of the Resource Management Service responsible for human resource management, financial management, plant engineering, acquisition and materiel, and management systems; and Program Director of the Facilities Management Division Service responsible for the physical infrastructure, as well as the Center's technical laboratories."

On a personal note - Ron has a B.S. from Rider University in labor relations and a M.B.A. from Monmouth University. His wife Roseann is a kindergarten teacher who loves her job; Ron especially loves hearing the stories she brings home about the little kids. Ron and Roseann have two daughters. Tracy is a sophomore at the College of New Jersey. She is an English major and plans to get her Ph.D. and become a college professor and a writer. Tara is a high school senior and will attend Drexel University next year, majoring in fashion design.

Ron enjoys reading, following all major league sports ("anyone that knows me knows I am an enthusiastic Eagles fan"), playing golf, half court basketball ("half is better than nothing"), weight lifting, and jogging. He is also the commissioner of

parks for Folsom, NJ. Over the last few years, he and the other members of the commission have enjoyed providing park improvements for the children and adults of the community. His favorite pastime - "doing anything with my family."



Dennis Filler

Dennis Filler is the Center's new Chief Scientist for Technology and the Program Director for the Office of Knowledge Management (ACK). Among other duties, his office is responsible for the development and maintenance of the Center's Strategic Plan, integration of the Center's annual plan, and the development of a future generation library. The office is also responsible for the agency's Technology Transfer Program, identification of

technology focus areas for the Innovations Division within I&S, the identification and development of strategic partnerships, and the development and institutionalization of knowledge management throughout the Center. In addition, the office is responsible for the development of all IT and information security policies within the Center.

Dennis brings a wealth of experience to the position. Most recently, he has served as the Division Manager for the NAS Systems Engineering and Analysis Division. Before that he served as the Lab Manager for the Research Development and Human Factors Laboratory, a systems engineer for Martin Marietta Corporation, the senior scientist and program manager for a small RE&D company, and an Electronic Warfare Officer at the United States Army Electronic Warfare Laboratory.

When asked about priorities for his new organization, Dennis replied, "Our immediate priorities will be to develop a Center Strategic Plan, leverage the knowledge-sharing network being developed within the FAA, and build strategic partnerships." His vision is "for this organization to effect a

culture change from the present where the mantra is 'knowledge is power,' to a new way of thinking, where 'sharing knowledge is power.'" He

We want to effect a cultural change "from the present where the mantra is 'knowledge is power,' to a new way of thinking where 'sharing is power.'"

explains, "In five years, I hope that this new way of thinking and sharing is a natural behavior. I hope that the development, protection, sharing, and preservation of our intellectual capital will be the norm for the Center."

To help with the transition to the new organization, Dennis is encouraging employees to embrace change and find new opportunities through change. "I encourage every employee to get involved, to find new ways to do our jobs better, and to assist others in accomplishing their jobs."

When the Center reorganization is complete and the Center has implemented its cultural changes, Dennis believes that the "Center will be positioned to deal more effectively with the changes that are evolving within the FAA and the industry at large." He firmly believes that the reorganization and its philosophical changes positions the Center "to be the best value engineering service provider of choice."

On a personal note - Dennis shared that he is nearing the completion of his M.S. in Aviation Management and Human Factors from Embry Riddle University. He is building upon his previous academic studies that include graduate work in computer engineering at the Air Force Institute of Technology, Telecommunications Officer Certification from the Air Force Institute of Technology, and a B.S. in Electrical Engineering from the United States Military Academy, West Point.

Dennis and his wife Joann live in Runnemede, New Jersey. They are presently designing a log home that they will construct on the

Mulica River near Batsto Village. They have a blended family with two sons and two daughters. Three are in college; one at Penn State, one at The College of New Jersey and another at Coastal Carolina University in Myrtle Beach, SC. Dennis enjoys hiking, camping, hunting, fishing, and cooking when he's not trying to figure out how to pay college bills.



Annie Clark

Annie Clark is the Program Director, Office of Enterprise Performance (ACF). As Director, she is responsible for overseeing business functions with a view to corporate financial impact and performance goals. Her office supports the core business and enabling services functions through the business planning process of developing financial targets and forecasts. It also supports investment analysis. Annie explains that among other things, she is "responsible for defining corporate measures and implementing strategies to evaluate fiscal performance and for recommending the process improvement direction."

Although her position is new at the Center, the work is not unfamiliar to Annie. "In the past (at the FAA), I have been responsible for technical programs. Although I

have implemented some of the corporate initiatives on those programs, it was at a different level. Prior to joining the FAA, I did have some responsibility for investment analysis, Balanced Scorecard, process improvement, and quality at varying levels of the organization."

When asked about the need for her office, Annie explained, "Enterprise Performance is critical to the Center because it helps the organization to implement the strategy that is derived from the vision and mission, measures the results, and recommends actions based on the results." Her immediate priorities include developing the corporate Balanced Scorecard and developing a baseline of Center costs.

Annie firmly believes that "Enterprise Performance will help the Technical Center to become the federal agency that sets the benchmark for excellence and efficiency." She explains, "Within the next 5 years the employees at the Technical Center will all understand the strategies of the organization and our cost structure and how their decisions impact both. At that time the primary focus of the Office of Enterprise Performance will be continuing to measure performance results and improving those results through benchmarking and process improvements."

Although Enterprise Performance is still in the process of being staffed, Annie is working hard to help all Center employees overcome the anxieties that come with reorganization. "I believe in the benefits of the realignment and use every opportunity I get to dis-

WOMEN IN AVIATION CONFERENCE

For the past thirteen years, Women in Aviation International (WAI), founded by Dr. Peggy Baty Chabrian, has held an annual conference to discuss career opportunities for women in aviation. This year's conference in Nashville, TN, "Keys to the Changing Dynamics of Aviation," attracted 3,000 attendees, included a few from the Tech Center.

The conference's two general sessions usually feature high-ranking personnel from the Department of Transportation, Federal Aviation Administration, NASA, as well as a whole host of other organizations. This year was no exception -- speakers included FAA Great Lakes Regional Administrator, Cecelia Hunziker.

Small workshops took place on the first two full days of the conference, with a huge educational program that not only provided information on various activities to be used in schools, scouting, and aviation groups, but also materials that provides the fundamental steps in achieving goals necessary for aviation education.

Dr. Tanya Yuditsky (ACB-220) gave one of the smaller workshops, with approximately 100 attendees. She spoke on research that she has been involved in at the Center, explaining how she uses the information gathered from experiments in the Human Factors Lab. She also discussed other topics, such as research and development and software and hardware design. For example, she discussed the importance of human-



machine interface and how the "Human Machine" is vital to the development of present and future projects that the FAA is working to achieve. Tanya discussed some of FAA's projects, explaining the time line necessary in their developments. Tanya told the audience that she became interested in the work at the Center when she read an article about how human factors applications were being used and applied.

In addition, to small and large workshops, groups from colleges Embry Riddle Aeronautical University, University of Aviation Association, Bombardier Aerospace, EAA, Air Transportation Association, Northwest Airlines, Cessna, FedEx Express, GAMA, Delta Airlines, Bell Helicopter- Textron, and Boeing Company sponsored events during the conference.

There were also 104 exhibitors at the conference, including the Center's Aviation Education booth, managed by

Carleen Genna-Stoltzfus (ACT-4).

WAI is a non-profit organization that encourages the advancement of women in all aviation career fields and interests. It began in 1990 and was formally established in 1995 as a non-profit, professional organization dedicated to encouraging

women to consider an aviation career, providing educational outreach activities and networking resources to women active in the industry. The first International Women in Aviation Conference was held in Prescott, Arizona, in 1990. Next year's conference will be held March 20-22, 2003 in Cincinnati, OH.

Each year WAI awards thousands of dollars in scholarship money - this year it awarded \$622,735 in scholarships. "One of the greatest success stories of Women in Aviation International has been the phenomenal growth and diversity of the scholarship program," said Dr. Peggy Chabrian, President of WAI.



THE NEW SLT (CONT.)

cuss them with employees." With this reorganization the Center is setting the FAA standard for success. "The Technical Center will implement certain best practices that can serve as pilots for the ATO organization."

On a personal note - Annie is a graduate of Wharton School of Business Executive Development Program. She has a M.S. in computer science and a B.S. in electrical engineering. She and her husband, Larry, live in Egg Harbor Township, NJ. They have two sons, Nigel, age 10 1/2, and Miles, age 8. Her favorite pastime is to spend time with family. She also enjoys biking and basketball. She recently coached the middle school girl's basketball team and is heavily involved with the Youth Department at her church, serving as a Youth Advisor.

Human Capital Strategies

Although Stephanie Wheeler has resigned her position as the

"Enterprise Performance will help the Technical Center to become the federal agency that sets the benchmark for excellence and efficiency."

new Program Director, Office of Human Capital Strategies (ACH-1), to return to private industry, before she left she outlined the vision and mission of ACH.

In describing ACH's mission, Stephanie explained "basically, the office has been established to set policies and create strategies that will cultivate a fully developed, fully capable, and highly motivated workforce, and ensure continuity of skills and knowledge at the WJHTC in the future, which will serve as the foundation upon which all other objectives will be achieved."

This new organization is important to ensuring the Center attains its vision and mission. One of the Center's strategic objectives is to create a place where we all want to be. The work done through ACH will be critical to

achievement of that most important objective. None of the Center's other objectives can be fully achieved if ACH is not successful in accomplishing this

goal. When asked about the FAA-wide reorganization and the creation of the ATO, Stephanie responded "in many ways, I think the Tech Center reorganization is a template that will fit readily into the ATO organization when complete. The Center reorganization took place because of an identified need to become more strategically focused -- the move to the ATO organization is being done for similar reasons. Therefore, our new organization should align very well with the ATO organization."

Because of ACH's work, the Center will be the place where everyone wants to be, because through this office, the Center is successfully institutionalizing systems and initiatives that cultivate a work environment of trust, respect, and opportunity.

TECH TRANSFER AWARD CEREMONY POSTPONED

The Technology Transfer Award Ceremony originally scheduled for May 14 has been postponed. The ceremony will be held on June 25 in conjunction with the Center's award program.

ATLANTIC COUNTY ADVISORY COMMISSION ON WOMEN

You have heard of this group before and it is sure that you will continue to hear great things from the Atlantic County Advisory Commission on Women (ACACW). The "Girls in Technology" program held recently at the Tech Center was a partnership effort between the ACACW and the Center's Aviation Education Program.

The ACACW is a non-partisan organization comprised of 15 members nominated by the Atlantic County Executive and Board of Chosen Freeholders. The Atlantic County Advisory Commission on Women "advocates on behalf of women and girls and encourages programs and policies that foster equality, achievement, justice and a safe environment". The Technical Center's own, Chinita Roundtree-Coleman serves as chairperson for this "charged" group of women.

The ACAC held its 6th Annual Legislative Breakfast at the Mays Landing Golf and Country Club. The breakfast proved to be a great success and was of course attended by many noteworthy

individuals like Dennis Levinson, Atlantic County Executive; Helen Walsh, County Administrator, members of the Atlantic County Board of Chosen Freeholders and New Jersey legislators.

In keeping with the theme "Women's Health Issues - Cardiovascular Disease," Christina Kozmor, RN M.ed., challenged the audience to make this a personal priority, as well as, a legislative priority. Ms. Kozmor has been a heart volunteer since 1973. She gave preventive tips for women and most importantly educated those in attendance about existing legislative issues that will impact women and their health in the future. She stated that "there is a lot of technology designed for men, but not made for women's anatomy."

A secondary topic of discussion concerned the vast issues of domestic violence in all sectors of the community. Ms. Beverly

Gilbert emphasized this in her presentation. Ms. Gilbert is a subject matter professional whose work in the areas of domestic abuse has generated key support in Atlantic County and throughout New Jersey. She expressed the need for continued attention, resources and enhanced legislative programs to provide a positive remedy to this overwhelming dilemma.

Congressman Frank LoBiondo shared his commitment and successes in addressing women issues. Assemblymen Paul D'Amato and Frank Blee also stated their support for programs addressing women and girls. **Chinita Roundtree-Coleman**, Chairperson for the ACACW, gave closing remarks at the legislative breakfast. Ms. Roundtree-Coleman pledged to continue the commitment of the commission to address tough issues concerning women and girls.



From left to right: Cheryl Wilkes; Magda Colon; Pat King; Cheryl Browne; Chinita Roundtree-Coleman; Donna Kaiser, Congressman Frank LoBiondo; and Carleen Genna-Stoltzfus.

SPACE TALKS



On April/May 4, 2002, visitors from the NASA Kennedy Space Center attended briefings and toured the Tech Center. Jim Heald, Director of Spaceport Engineering and Technology, and several of his managers spent the day with **Anne Harlan**, her leadership team, and Patti Grace Smith,

Dr. Harlan opened the morning session with a Tech Center greeting and opening remarks. Patti Grace Smith added her views and expectations stressing partnerships in the exciting new frontier of space transportation. Herb Bachner began the briefings with presentation on the FAA Commercial Space

Systems Development Division.

It was the first time such a group had assembled at the Center to explore areas of common interest in research and development.

modeling space launch/return operations in the National Airspace System (NAS), and microencapsulated materials used in fire protection.

John Wiley, the Center's Director of the Office of Innovation and Solutions (ACB-1), gave a presentation on the Tech Center's mission, services, and capabilities.

Tours of the NAS Laboratories, the National Pavement Test Facility, and National Satellite Test Bed followed. At the end of the day, everyone agreed that there are several areas of common interest where there is a possibility of collaboration between the Tech Center and Kennedy Space Center.



FAA Associate Administrator for Commercial Space Transportation, Joe Hawkins, Deputy Associate Administrator for Commercial Space Transportation, and Herb Bachner, Manager of the Space

advanced range technologies and potential areas of common interest research respectively. The briefings sparked an energetic discussion of topics, such as lightning sensors and weather forecasting,



NOMINEES FOR THE 25TH ANNUAL AWARDS CEREMONY



The Center's Annual Awards Ceremony is scheduled for June 25. Here are this year's nominees::

Publication of the Year

David Brill (AAR-410)

Louise Speitel (AAR-440)

Richard Lyon (AAR-440)

Field Support

James Crowell (AOS-550)

Donald Marple (ACB-700)

Technical Program

Thomas DeFiore (AAR-480)

Larry Hackler (AAR-490)

Charles Kilgore (AAR-470)

Ken Knopp (AAR-460)

James Remer (AAR-530)

Technical Support

Anthony Gurcsik (ACB-700)

Scott Matusek (AOS-550)

Steve Souder (ACB-230)

Michael Vu (AAR-490)

Steve Materio (AAR-410)

Frank Pecht (AAR-410)

Robert Heitsenrether (ACX-40)

Joseph Balabon (ACB-800)



Technical Team Achievement

Jennifer Duffy (ACB-700)

Philip Lui (ACB-700)

Norman Jones (ACB-600)

Scott Stemple (ACB-700)

Lisa Cotterell (ACB-600)

Irene Santana (ACB-600)

Chris Raab (ACB-700)

Audrey Wilmer (ACB-800)

Michael O'Donnell (ACB-800)

Lelia Dixon (ACB-800)

Robert Engiles (CB-800)

John Szuba (ACB-800)

Barbara Para-Harris (ACB-800)

William Hickman (ACB-800)

Adam Greco (ACB-3)

Leonora Richardson (ACB-800)

Mary Rozier-Wilkes (ACB-800)

Tru Hall (ACB-800)

Bruce Slack (ACB-800)

Dale Laudenslager (ACB-800)

Donald Anderson (ACT-700)

Eric Sarandrea (ACT-700)

William Hamilton (ACT-700)

Tracey Britsch (ACT-700)

John Lapointe (AAR-490)

Carmen Munafo (AAR-490)

Kathy Fazen (AAR-490)

Cristina Tan (AAR-490)

William Belton (ACB-620)

Coleen Fuetterer (ACB-550)

Lisa Cotterell (ACB-620)

Wanda Lopez (ACB-620)

Debby Fleisher (ACB-620)

Irene Santana (ACB-620)



Ed Spaeth (AOS-450)
 Douglas Crispell (ATB-230)
 John Walczak (ATB-230)
 Tony Sazon (ATB-232)
 Wayne Nowicki (ATB-230)
 Mark McMillen (ATB-230)
 Walter Dickerson (ATB-230)
 Sharon Campanella (ATB-232)
 Ed Gaguski (ATB-232)
 Cathy Snellbaker (ATB-232)
 Andy Abraham (ATB-232)

Steve Viveiros (ACB-630)
 William Benner (ACB-630)
 Starr McGettigan (ACB-630)
 Tom Weiss (ACB-630)
 Tom Carty (ACB-630)

Alfred Adkins (ACB-800)
 Albert Rehmann (ACB-800)
 Vidyut Patel (ACB-250)
 Carl Schmelz (ACB-510)
 Richard Olson (ACB-510)
 Peter Muraca (ACB-510)
 Cheryl Ann Henry (ACB-510)
 Melinda Dowling (ACB-510)
 Richard Deutsch (ACB-510)
 Evan Darby (ACB-510)
 George Chandler (ACB-510)
 Pocholo Bravo (ACB-860)
 Gary Morfitt (ACB-510)
 Anthony Stevens (ACB-510)
 Ruben Bigio (ACB-510)
 Steven Ferra (ACB-510)

Keith Beihl (ACB-870)
 Will Johnson (ACB-430)
 Bill Hartman (ACB-850)
 Fred Karl (ACB-870)
 Mark Ehrhart (ACB-870)
 Larry VanHoy (ACB-870)
 Paul Quick (ACB-420)
 Ben Schucker (ACB-410)
 Jack Beilmann (ACB-410)
 Chuck Greenlow (ACB-410)
 Mark Schoenthal (ACB-530)
 Tuc Vu (ACB-410)
 Chris Perone (ACB-410)
 William Mateer (ACB-410)



Laurie McGrath (AAR-530)
 Michael Versage (AAR-530)
 Anthony Vanchieri (AAR-530)
 G. Dan Smith (AAR-530)
 Ray Schillinger (AAR-530)
 Patricia Reichenbach (AAR-530)
 Ed Rao (AAR-530)

Wagih Makky (AAR-530)
 Eric Katz (AAR-530)
 Judy Huggard-Gallagher (AAR-530)
 James Fobes (AAR-530)
 Howard Fleisher (AAR-530)
 David Fabry (AAR-530)
 Nelson Carey (AAR-530)
 Paul Jankowski (AAR-530)

Eric Katz (AAR-530)
 Sue Wall (ACX-60)
 Ron Meilicke (ACX-60)
 Frank Merlock (ACX-60)
 Dale Dinger (ACX-60)
 Howard Fleisher (AAR-530)
 Nelson Carey (AAR-530)
 Ray Schillinger (AAR-530)
 Ernie Pappas (ACX-60)
 Judy Huggard-Gallagher (AAR-530)



Michael Gross (ACX-60)

Bill Petracci (AAR-500)
 Sharon Moore (AAR-500)
 John Tye (AAR-500)
 Lok Koo (AAR-500)
 Ron Polillo (AAR-500)
 Donna Tropiano (AAR-500)
 Judy Huggard-Gallagher (AAR-500)
 Dave Fabry (AAR-500)
 Jane Burke (AAR-500)
 Sheldon Brunk (AAR-500)
 Patricia Reichenbach (AAR-500)
 Skip Lane (AAR-500)
 Therese Brennan (AAR-500)
 Roberta Moncrief (AAR-500)
 Theresa McGee (AAR-500)

Robert Morrison (AAR-440)
 Michael Burns (AAR-440)



William Cavage (AAR-440)

Non-Technical Team Achievement

Carolyn Pokres (ACX-20)
 Ray Stover (ACH-1)
 Ken Beisel (ACX-54)
 Tom Woods (ACT-10)
 Rodger Mingo (ACH-1)
 Kim VanDongen (ACX-5)
 Betty Ford (ACX-32)
 Paul Lawrence (ACX-42)
 Rosanne Weiss (AAR-490)

NOMINEES (CONT.)

Stacie



Graves (AAR-470)

Natalie Reed (ACB-3)

Maudie Powell (ACK-1)

Melissa French-Gates (ACX-50)

Alex Storoz (ACX-5)

Patricia Brown (ACX-5)

Carolyn McKinney-Bobo (ACB-3)

Beverly Hite (ACB-830)

Paul Simons (ACB-820)

Donald Marple (ACB-730)

Richard Mendell (ACB-3)

Michele Holmes (ACB-3)

Carolyn McKinney-Bobo (ACB-3)

Orpha (Beth) Burkett (ACB-3)

Alex Storoz (ACX-5)

Hiram Vazquez (ACB-820)

Carol Brook (ACB-810)

Edward DiProspero (ACB-820)

Alex Storoz (ACX-5)

Sheila Sporkin-Edel (ACB-800)

Richard Mendell (ACB-3)

Bobby Nichols (ACB-810)

Natalie Reed (ACB-4)

Maudie Powell (ACK-1)

Wanda Harris (ACB-4)

Melissa French-Gates (ACX-50)

Carolyn McKinney-Bobo (ACB-4)

Paul D'Ambra (ACX-53)

Jacquelyn Birts (ACX-53)

Michael Cefaretti (ACX-53)

Janet Kinsell (ACT-10)

Julia Lee (ACT-10)

Carolyn Donohue (ACT-10)

Deborah Krumaker (ACT-10)

Christine Grecco (ACT-10)

Paul D'Ambra (ACX-53)

Jackie Birts (ACX-53)

Mike Cefaretti (ACX-53)

Administrative Support

Brenda Martello (ACT-7)

Alexander Storoz (ACX-5)

Secretary of the Year



Jennifer Hall (ACB-200)

Costanza Moran (ATQ-2)

Lori Lee (ATB-200)

Teresa Lucchesi (ACT-2)

Mary Lalasis (ACX-40)

Model Work Environment

Nelson Miller (AAR-400)

John Lapointe (AAR-490)

Frannette Bourne (AOS-500)

Community Outreach

Rosanne Weiss (AAR-490)

Anthony Rodriquez (ACB-850)



Leadership

Joseph Schanne (ATQ-2)

David Montgomery (ACB-3)

Douglas Crispell (ATB-230)

Al Oswald (ACB-3)

Innovator

Richard Lyon (AAR-440)

Thomas Zurinskas (AOS-530)

THE SECRET TO EFFECTIVE WRITING



Good writing skills are often an important part of anyone's job. Whether writing

memos, brochures or a simple business letter, the idea is to get your idea across as simply and effectively as possible. Here are some suggestions on how to write better than you do now.

Keep it simple, because brevity is better. Try reading your work out loud to see if it sounds too long or convoluted.

Don't try to show off your vocabulary. You'll irritate readers if they have to reach for a dictionary just to find out what you're trying to say. You might also look like an

idiot if you misuse a complicated word.

Avoid technicalities. Every field or profession has its own jargon. Just as you don't understand the technospeak of another field, they probably won't understand yours. Use words that everyone will understand, regardless of their field or knowledge level.

Don't use clichés. Readers tend to ignore them and you should as well. Just write what you want to say and get it over with. Leave the fancy stuff to poets. Unlike them, you want people to actually read your work and understand it.

Avoid passive voice. Don't tell people you "have made" a decision, tell them you **MADE** a decision. Don't write that a project "has been" completed, instead just

write that it's **DONE**.

Avoid redundancies. There's no need to say that something begins at "6 p.m. at night," just stick with p.m. or night; you don't need them both. If something impacts "all divisions of the entire company," you could simplify it by just saying it impacts the entire company, or that it impacts all divisions.

Stay away from writing glitches by buying a style guide and sticking to it, such as Strunk and White's Elements of Style.

Always have someone proofread your work. A spell checker might not catch even simple mistakes. Wait a few hours or even a day before proofing it yourself.

STUCK IN THE OFFICE?



If you're stuck in the office and can't get outside, try three stress-busting exercises before you walk into that dreaded meeting:

Close your hands in a tight fist for 10 seconds and slowly open them. Repeat five times.

Roll your head from side to side. Repeat five times.

Tighten your toes, hold them for 10 seconds, and release. Repeat five times.

AAR-500 FAREWELL PICNIC

On May 2, AAR-400 hosted a farewell picnic for AAR-500. AAR-500 is now apart of the new Transportation Security Administration, although they remain a Center tenant. The picnic, held in the Pavement Test Facility, proved great fun, as you can see from the photos below.



CAUGHT SLEEPING AT WORK?



You're in your office or cubicle, and just as "ZZZZZZZZ" escapes from your lips, your boss pays you an unscheduled visit. How to save the day? Try these creative snooze excuses:

"It's okay: I'm still billing the client."

"They told me at the blood bank this might happen."

"This is just a 15-minute power nap like they raved about in that time-management course you sent me to."

"I was working smarter, not harder."

"Whew! I must have left the top off the liquid paper."

"I wasn't sleeping! I was meditating on the mission statement and envisioning a new paradigm!"

"This is one of the seven habits of highly effective people!"

"I was testing my keyboard for drool resistance."

"I'm in the management training program."

"I'm actually doing a "Stress Level Elimination

Exercise Plan" (SLEEP) I learned at the last management seminar you made me attend."

"This is in exchange for the six hours last night when I dreamed about work!"

"I was doing a highly specific yoga exercise to relieve work-related stress. Do you discriminate against people who practice yoga?"

"Why did you interrupt me? I had almost figured out a solution to our biggest problem."

"The coffee machine is broken."

"Someone must've put decaf in the wrong pot."

"Boy, that cold medicine I took last night just won't wear off!"

"I was cross-training for telecommuting."

"Ah, the unique and unpredictable circadian rhythms of the workaholic!"

"Wasn't sleeping. Was trying to pick up a contact lens without hands."

"Geez, I thought you were gone for the day."

— Adapted from Suite101.com

A SAFETY MINUTE

FROM THE SAFETY OFFICE

ENVIRONMENTAL GROUP (ACX-42)



need for a practical Confined Space Training Facility. With this new facility the Safety Office will be able to provide hands-on training that includes simulation

We've Popped The Lid Off (Confined Space Training Facility Is Open For Business)

We've popped the lid off and invited you to come take a peek inside.

What are we talking about? The Tech Center's new Confined Space Training Facility of course.

The Safety Office is pleased to announce that our new Confined Space Training Facility is open for business. This facility is the first of its kind within the FAA and will greatly add to the quality of Confined Space Training that employees receive.

The on-going need for Confined Space Training led to the

exercises to insure that individuals who go into a Confined Space are fully prepared to do so safely.

Even if you do not go into a confined space yourself we invite you to stop-by and take a peek at our new facility. One look and we think you will agree that the only thing that now confines our training is classroom space!

SHAPING AVIATION'S FUTURE (CONT.)

Organizational Alignment Produces Professional Synergies and Results

The proper alignment of an organization produces synergy, and synergy produces seamless, well-coordinated interactions between and among people and teams. The better the alignment the better the performance can be expected to be in any organization.

Since its inception as the National Aviation Facilities Experimental Center (NAFEC), in 1958, the Center has helped the FAA to build and maintain a

safe, secure, efficient, and environmentally friendly aviation system. "It," according to Anne, "has been management's responsibility, here and at headquarters since that time, to ensure that the people and resources of this agency make the greatest possible contribution to meeting the needs of the flying public."

The Center plans to create innovative, integrated solutions that support the corporate objectives of the FAA, and help to shape aviation's future for many years to come, and this reorganization will help do just that.

NEWS FROM AROUND THE CENTER



Norfolk State University Expo: Norfolk State University's (NSU) recent Research Expo highlighted the university's programs, FAA, and other government grants, research, and faculty qualifications and experience. The Expo brought together researchers, scientists, program directors, students, public policy officials, corporate executives, and officials from various government agencies. As the keynote speaker to kick-off the two-day event, AAR-400's **Chris Seher** spoke on several topics, including rapidly shifting demographics in the mainstream workforce and how diversity in higher education has produced more visible and better-rounded employees. While many government agencies are discussing the best ways to achieve diversity, Chris, a proponent of diversity learning, briefed

the audience on how the FAA Airworthiness Assurance Center of Excellence (COE) is improving diversity. This COE is intended to tap into the expertise of aviation scientists across the academic world. There are eight core universities in this Center with additional university affiliates and industry partners.

In addition, Chris is gearing projects to include more minority students and colleges as a means of helping to develop measures that enhance or change programs and curricula at minority colleges to reflect the aviation industry.



During the afternoon sessions AAR-500's **David Taylor** presented a briefing on the TSA's Center of Airport Research Integration and Technology and facilitated the panel discussion on University Technical Papers.

Soroptomists Talk: In support of the Center's continuous endeavor to establish effective relationships with the surrounding neighborhoods and communities, **Basilyn Bunting** (ACB-200) recently spoke to the Soroptomists International of Atlantic City.

Basilyn shared many of the



technological advances, accomplishments, and future goals of the Center. Her presentation identified many of the significant programmatic activities in the areas of aviation research and development, security, and safety. The audience was captivated by the scope of activities and depth of knowledge identified in Basilyn's presentation.

During the question and answer phase, several audience members commented with enthusiasm about the sense of pride they have just knowing that the Center, their neighbors and friends, are doing such a noteworthy job on the national and global scale in the field of aviation.

NATCA Recognition: On March 26, several federal and contract employees representing the NAS Simulation Branch received recognition from several officers of the National Air Traffic Controllers Association (NATCA) at a presentation in the New York TRACON located in Westbury, New York. The recognition took the form of three well-appointed plaques, containing the names of over forty-four employees who supported the Newark Chokepoint study.

Although the simulation work for this massive airspace redesign



NEWS FROM AROUND THE CENTER (CONT.)



improvement efforts of organiza-

Posing with the plaques are employees representing the NAS Simulation Branch. Kneeling, left to right: Lelia Dixon, Air Traffic Assistant; Adam Greco, Manager, NAS Simulation Branch; and Michael Ross, Senior Engineer, Raytheon. Standing left to right: Dale Ladenslager, Air Traffic Assistant and Michael O'Donnell, Air Traffic Control Specialist.

was accomplished in May 2001, the NAS Simulation Branch worked from September 26 through December 27 to conduct training and certification on the new procedures for over 180 affected air traffic controllers from three different facilities: New York TRACON, Philadelphia Tower and Washington Center. To complete the training for the study and service their regular customers, NAS Simulation Branch employees worked double shifts to accommodate the workload.

The Newark Chokepoint study was implemented on December 27, 2001, fourteen months after initiation. The initial feedback on the project is highly satisfactory. The new procedures eliminated 19 nautical miles from the southbound approach to the Newark airport and reduce the southbound approach into La Guardia airport by seven minutes. Official statistics will be forthcoming in the next

several months. The cost savings for fuel will be substantial for the airlines. The air traffic controllers at all three facilities are very satisfied with the new efficiencies and the redesigned airflow into the New York Metropolitan airports. Since there were no altitude changes below 7,000 feet, there was no increase in environmental noise levels for communities in Northern New Jersey.

Academic Achievement: AAR-520's **Susan Morgan, Brenda Klock, and Mike Snyder**, and AAR-540's **Sharon Moore** completed all the required courses to earn a Project Management Master's Certificate from George Washington University.

Process Improvement Celebration:

The FAA integrated Process Group (iPG) sponsored a process improvement celebration at the Tech Center on April/may 9. The event recognized the process

tions at the Technical Center including (the former AAR-500 (now part of the Transportation Security Administration), ACT, AOS, and ATQ. Dr. Arthur Pyster, Deputy Assistant Administrator for Information Services and the Deputy Chief Information Officer, AIO-2; Roger Cooley, Program Director, Process Engineering Division, AIO-200; and Dr. Linda Ibrahim, FAA's Chief Engineer for Process Improvement and Lead author of the FAA-iCMM, presented three organizational plaques and certificates to 257 managers and employ



AIR SHUTTLE SERVICE ADDS FLIGHTS



Because of increasing demand, beginning on May 24, the FAA Air Shuttle Service will be adding Friday flights.

Air Shuttle Facts

Since its inception in May 1997, the FAA Air Shuttle Service between Headquarters and the Tech Center has flown over 19,000 passengers, saving the government approximately \$4.4 million in travel costs.

Reservations can be made via the internet at <http://www.its.tc.faa.gov/act600/shuttle/> or via the phone at (609) 485-6482.

SECURITY VIDEO WINS INDUSTRY AWARD



AAR-500's video, "Safe and Secure: The FAA's Aviation Security Research and Development Program," produced by Galaxy Scientific has won a BronzeTelly Award.

Now in its 23rd year, the Telly Awards have become a well-known, highly respected national competition for people who create

commercials, films and videos.

Founded in 1980, the Telly Awards showcase and gave recognition to outstanding non-network and cable TV commercials. The competition was expanded several years ago to include film and video productions, as well as non-network TV programming. In the past 23 years, winners and finalists have come from a large cross-section of agencies, production companies, television stations, and cable operations, as well as corporate video departments. All 50 states have been represented by past winners and finalists.

The Telly has become one of the most sought-after awards in the TV, commercial, and video industry. There were over 12,000 entries this year. The Telly statuette is truly a work of art, and is produced by the same firm that makes the Oscar and Emmy awards. The Telly statuette has appeared on the set of many prime-time TV shows, such as "thirtysomething," "Murder, She Wrote," "Newhart," and "News

Radio."

The Bronze category designates a finalist. A major reason for the recognition of the Telly competition is that entries do not compete against each other, but are judged against a high standard of excellence.

AAR-500's production introduces the viewer to the FAA's Aviation Security Research and Development Division. The video uses the metaphor of a family flying from Philadelphia to Orlando, passing through the security system on their way. It branches off into an overview of the challenges facing the R&D experts, and leads the viewer through the various programs and projects undertaken by the Division and its' Laboratory.

A female narrator, who occasionally appears on screen, serves as your guide and provides a sense of immediacy, thereby engaging the viewer in the feel of a documentary.

The production maintains a general approach and uses common language and animations in an attempt to address a wide spectrum of audience -- the flying public, Congress, and aviation security community.

There were numerous FAA and industry contributors to this production. It was shot on location at the FAA Technical Center, Atlanta Hartsfield International Airport, Orlando Airport and Philadelphia International Airport, with the outstanding assistance of the FAA Technical Center Imaging Technology Branch.

The video's running time is 23 minutes. Copies are available in both VHS and CD-ROM (digital) format.

FEDERAL WOMEN'S PROGRAM DOES IT AGAIN!



Once again, the Federal Women's Program (FWP) at the Tech Center has made the March Women's History Month a special one. With the help of many good people, the FWP sponsored 15 events, benefiting over 500 employees.

"Women Sustaining the American Spirit" was the theme for the National Women's History Month 2002. This theme helped deliver the message of who American women are and what they have and can accomplish.

As part of this year's celebration, the FWP held such classes as Introduction to Access, public speaking, stress management, college and retirement investment, PDA instruction, and inter-

viewing techniques.

The book brunch, reviewing the book "Play Like a Man, Win Like a Woman," was a huge success. Both the women and men attending gained some insight into the other sexes' point of view.

The FWP also hosted a couple of informative brown bag lunches, as well as its annual luncheon, with guest speaker, The Honorable



Lynn Abraham, Philadelphia District Attorney, who delighted attendees with her talk. She spoke not only about barriers facing



women in the United States, but about the plight of women worldwide; also about how individuals can always do a little something to make the world a better place.

The FWP program was established to assist in the elimination of barriers to the meaningful employment of women in the FAA workforce. Meaningful employment includes representation in each FAA occupation, at all grade levels. The FWP primary focus is to address the employment needs and barriers of women as they relate to Federal employment policies, practices and affirmative action.

The FWP is delighted that so many joined the commemoration of the rich and complex ways women have created the



American Spirit today, throughout the month of March, and during the rest of the year.

Below is a list of names we'd like to thank publicly for support of the FWP:

Alanna Randazzo
Ted Khoury
Norris Hite, Jr.
Cliff Murray
Robert Filipczak
Pat Mabis
Annie Clark
Alphonso Jefferson
Sheila Franklin-Smallwood
Nelson Miller
Diane S. Bloodworth
Dot Buckanin
David Dotsey
Chris Seher

Basilyn Bunting
Maria Lianidis
William Griffith
Bill Benner
Catherine Campbell
Robert Cranston
Michael Dow
Marie Sharpe
Jean Meeker
NAFEC

Rosanne Weiss
Latoya Blackwel
Kristy Heintz
Catherine Jaggard
Technical Women's Organization
Carol Fontana
Carole Bottjer
Susan Hopkins



MEDIATION

Vienna Drago (ACT-9) reminds us that mediation is a good way to resolve disputes between people, find solutions to problems, and refine and redefine business and other working relationships. In mediation the parties themselves make all the decisions. The mediators act as facilitators to help people examine all the issues, share and discover important information, generate and evaluate possible outcomes, and carefully write down all the decisions that are made. Mediators act as an impartial third party, assisting disputants in finding a mutually acceptable solution to their conflict. It is both voluntary and confidential. Mediators follow a well-defined process of problem-solving steps; they do so without taking sides and no decisions are made without the agreement of all parties. No one can be forced to go through the process, they do so only voluntarily, and the mediators do not disclose the content of the discussions they hear during the mediation process.

CENTER NEWS (CONT.)

ees for their process improvement achievements.

ATQ and several AOS organizations were appraised at FAA-iCMM maturity level 2. Both AAR-500 and ACT organizations achieved FAA-iCMM capability level 2 in specific process areas for identified projects. ACT also received ISO 9001:1994 certification for its former Laboratory Management Division and is preparing for ISO 9000:2000 certification in facilities management. This celebration not only recognized progress and achievements, but served as an encouragement for continued process improvement activities throughout the FAA community.

Congratulations to all!!!



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DON'T FORGET

Please try to get *Intercom* submissions
(articles, photos, ideas) to
Terry Kraus via email by the second
Tuesday of every month.